Caso de estudio: Transformación digital, PGT Airlines

PGT Airlines, es una aerolínea que sirve a pasajeros que viajan por negocios y por turismo. Cuenta con una extensa red de conectividad en las Américas y posee alianzas estratégicas con algunas aerolíneas del continente europeo para proveer a sus pasajeros de vuelos hacia el viejo continente. PGT Airlines es una aerolínea de servicio completo, es decir, que no es de bajo coste.

La aerolínea ha aprovechado la pandemia de covid-19 para revisar su estrategia digital y se ha embarcado (sin mucha dirección o planificación) en una transformación digital de la experiencia del cliente.

El equipo de proyecto ha conducido un estudio de trayectoria del cliente para los procesos clave de venta y postventa de pasajes aéreos, obteniéndose el mapa de trayectoria del cliente de la figura 1. Se muestra, también, un resumen de lo que ocurren en operaciones.
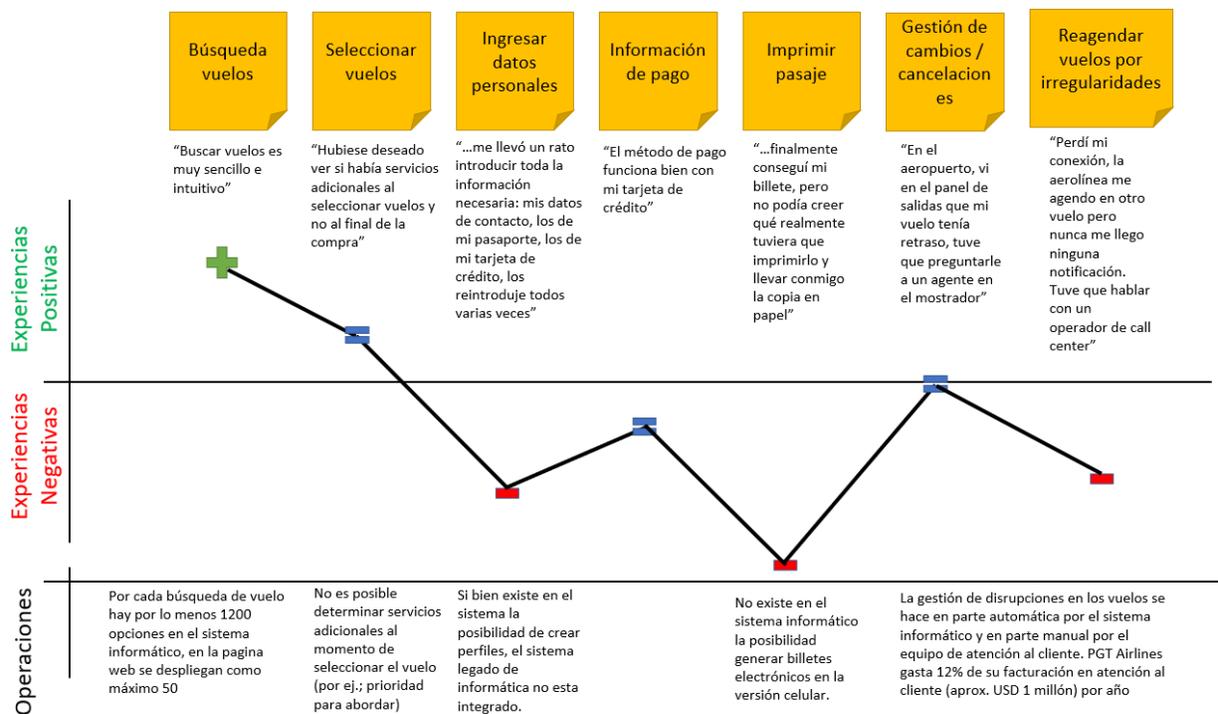

Figura 1 - Trayectoria del cliente

Consigna:

Proponga un nuevo mapa de trayectoria del cliente viajero de negocios para PGT Airlines, justifique su elección según marco de referencias:

- Digitalizar el corazón (procesos clave)
  - Buscando la excelencia operativa y la mejor experiencia para el cliente

Una vez enunciados los tres objetivos específicos, desarrolle posibles estrategias en cada uno en un máximo de dos carillas (tipo de letra Calibri 11 y tipo de hoja A4)

Información adicional: Se cuenta con un estudio de perfil del cliente para los viajeros de negocios.

Business Traveler (Frequent)

Lawrence is in market development for a small restaurant chain. Lawrence travels frequently for work. The location and duration of his travel may vary, but he does have some repeating trips. He is focused on finding travel that fits his schedule and helps him limit the number of days he spends away from his family. Because he is not part of a big corporate structure, he must book his travel himself using online tools from the airlines and tools like Kayak, Skyscanner and Google Flights. He has 15 different travel apps on his phone, but uses one airline for most of his travel and accumulates points with that airline.

- **MULTI-TASKER**: Must be able to do more than one thing on a trip.

- **MONEY-CONCIOUS BUT EFFORT-CONCIOUS**: Wants to appear frugal but not driving extra workload to save a penny.

DESIGN DRIVERS

WOULD USE PERSONALIZATION
System learns Lawrence's information and repeating behavior to suggest future travel. By logging in, he does not have to enter personal information and future travel can be booked as a repeat of past travel.

NEEDS EASY ACCESS TO LOYALTY POINTS
Present simple choices in the booking flow/post booking flow to allow use of points for upsell / upgrade.

SYNC BOOKING BETWEEN DEVICES
Allow Lawrence the freedom to book and manage his flight on any of his devices. Start a booking on one device and finish it on another.

BALANCES PRICE AND COMFORT
Lawrence must trade off an inexpensive upgrade which allows more comfort when booking branded fares or rebooking after a flight change.

CUSTOMER COLLABORATION
Easily acquire updated travel and itineraries for clients.

RESPONSIBILITIES / TASKS

- Research destination, travel options
- Book travel on airline site
- Rebooks frequently made trips
- Manage changes after booking made
- Contact's Airline agents if flight needs to be changed after booking if a "change fee" is in effect
- Book rental car / shared ride
- Books hotel near his destination
- Ensures loyalty programs are applied
- Ensures that bookings are within policy
- Submits expenses on time

PAIN POINTS

- Booking process should be faster for repeat trips
- Booking can have too many steps
- Lack of details about seat – power, location
- Not getting upgrades when he figured he would
- Unclear benefits for his loyalty programs. Rules about free bags and travel with points confusing
- Balancing price and schedule and nonstops trips
- Visibility of features on mobile devices are less than optimal
- Fare policy and restrictions are not always comprehensible

CONTEXT / ENVIRONMENT

- Booking made on both mobile and desktop
- Books less than a week before flight time
- Calls airline agent when can't find specific flight or when rebooking a flight
- Has TSA precheck and CLEAR to avoid Long Security Lines
- Does domestic travel mostly

MOTIVATIONS / GOAL

- Must get to meeting / event on time
- Keeping costs down so he looks good to management
- Accumulate points/ miles
- Getting his job done well for a good bonus
- Having benefits from his frequent flyer status like having his change fees waived